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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (23 May 67) FOR OT

31 May 1967

SUBJECT: Operational Report - Lessons Learned, 509TH Signal Battalion

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, 509TH Signal Battalion for quarterly period ending 31 January 1967. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY THE ORDER OF THE SECRETARY OF THE ARMY:

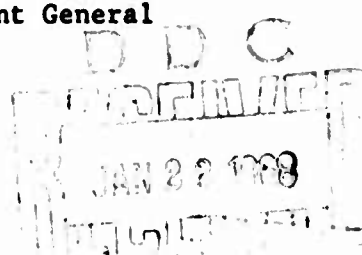
Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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STATEMENT #2 UNCLASSIFIED

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FOR OT RD
670132

attn: OT-RD; Wash, D.C. 20310
FOR

DEPARTMENT OF THE ARMY
HEADQUARTERS, 509th SIGNAL BATTALION
APO 96294

SCCVNG-AK

12 February 1967

SUBJECT: Operational Report for the Quarterly Period Ending 31
January 1967, Reports Control Symbol CSFOR-65

TO: Commanding Officer
21st Signal Group
APO 96240

Section 1, Significant Organization or Unit Activities

During the period of this report the 509th Signal Battalion has been providing base camp communications and long line access for the 1st Cavalry Division (Airmobile). The improvement of the existing communications has continued. The radio relay and carrier equipment that had been in continuous operation for over a year was replaced by new equipment. Rehabilitation of the wire and cable lines on Camp Radcliff was begun. Construction and installation of a second generation communications system was started. An entirely new outside cable plant, a 2400 line dial central office and an IWCS installation have been started. These will replace the tactical equipments that are currently in use.

Construction of the Battalion administrative area and the troop cantonment area has been started. Progress has been seriously hampered by the shortage of engineer equipment for site preparation and material for the actual construction of the buildings.

D Company 36th Signal Battalion joined the 509th Signal Battalion in country on 8 December 1966. They were alerted for movement to SEA during June 1966 and received orders on 7 September 1966 while the unit was at nearly full strength. However, most of the key NCO's were non-deployable. The unit did not have a CONUS sponsor and was required to complete all POM on its own. Logistical, vehicular and small arms support was severely limited. D Company 36th Signal Battalion arrived in Qui Nhon on 4 December 1966, was met by a representative of the 509th Signal Battalion and transported to An Khe without incident.

Several problems were encountered which were responsible for poor communications. It was almost impossible to get timely long distance telephone calls completed. This situation was alleviated by booking calls, installing an additional radio relay system and by strapping around some intermediate switchboards to improve the quality of the circuits.

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SCCVNG-AK

SUBJECT: Operational Report for the Quarterly Period Ending 31
January 1967, Reports Control Symbol CSFOR-65 (Continued)

The switchboard for the base camp deteriorated to an unacceptable level. This was caused by the lack of trained supervisors, trained operators, and repair as well as poor 1st echelon maintenance. A training team was set up to give on the job training for operators, and the unit received some repair parts and several trained repairmen. Rehabilitation was done on the board, position by position, during the period of low telephone traffic so that there would be no interruption of service to the customer.

During the past quarter the 509th Signal spent 92 days performing its mission. During the same period D Company 36th Signal Battalion spent 31 days moving from CONUS to An Khe. Training was given on 36 days. Training consisted of OJT for switchboard, radio relay and carrier operators as well as formal instruction in TAERS, Commanders Time, Character Guidance, and weapons orientation and firing.

Section 2, Commanders Observations and Recommendations

Part I, Observations (Lessons Learned):

Personnel

Item: Personnel Requirements

Discussion: Sufficient replacement personnel in 10 critical operational and administrative MOS's did not arrive in the units. These MOS's are 05C, 31K, 31Z, 36C, 36G, 63A, 72C, 76A, 94A and 94B.

Observation: The mission of the unit cannot be properly accomplished without personnel. Unless properly trained personnel are on hand the operation and maintenance of equipment deteriorates.

Operations

Item: Class IV Project Materials

Discussion: Class IV project materials are being received from several sources; direct from the factory, CONUS Depot, and from depots within Vietnam. Critical items are not being included in the shipments and all items do not arrive at the site at the proper time.

Observations: There is a need to have a project officer assigned for each project and he should be responsible for all facets of the project. The material for the project should arrive at the site as a complete package. Complete BOM is not always available to the responsible unit. Notification of shipment of equipment is not always timely nor always accurate.

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SCCVNG-AK

SUBJECT: Operational Report for the Quarterly Period Ending 31
January 1967, Reports Control Symbol, CSFOR-65

Item: Replacing of Equipment

Discussion: D/36th Signal Battalion assumed 586th Signal Company Carrier VHF responsibilities on 13 January 1967. This entailed a complete change of equipment and personnel. D/36th moved the replacement equipment adjacent to the current Signal Site and began setting up and checking systems, equipment and cables. After determining all was ready for change over, a minimum traffic period was selected and change over accomplished at 0200 hours 13 January 1967, taking a maximum of 3 minutes per system.

Observations: Detailed planning is required to accomplish such a task with a minimum of circuit/system outage. There must be maximum cooperation between relieved and relieving units. All personnel must be thoroughly briefed and know their portion of the cut-over to the minute detail. Once accomplished, the number of circuit outages was greatly reduced. Close observations is required to make certain that proper and continuing maintenance is performed.

Training and Organization

Item: Training, Schedules and Formal Classes

Discussion: Current regulations require a CONARC type formalized training. This requirement coupled with circumstances such as personnel shortages, mission and operational requirements, make it extremely difficult to provide the required training.

Observations: Formal scheduled training and instruction for a given date and time is often cancelled or postponed indefinitely, making a complete shambles of training schedules and records. Greater flexibility for training is required.

Intelligence

Item: Defense Plan for the New Battalion Area

Discussion: The defensive plan was developed and coordinated with the adjacent units as well as with the Division. Necessary defensive fortifications were built and a security platoon was organized and trained.

Observations: A defensive plan and a well trained unit are a must before a unit can move into a new area. The Signal troops of this unit needed additional training in the construction of defensive fortifications. The assistance in training and construction was available from within the Division.

SCCVNG-AK

SUBJECT: Operational Report for the Quarterly Period Ending 31
January 1967, Reports Control Symbol CSFOR-65

Logistics

Item: Japanese Multi-Pair Cable

Discussion: The installation and use of Japanese manufactured multi-pair cable creates several problems. The cable is not color coded and the quality is poor. DA Form 2407 has been submitted on this item.

Observations: The time required to splice the cable, both during initial installation and during repair is increased due to the lack of color coded pairs. This means that circuit outage is also increased. The number of shorts, crosses and bad pairs is higher than a corresponding US manufactured cable.

Other

Item: POM of D Company 36th Signal Battalion (CA)

Discussion: The unit was not properly processed for movement overseas. The vehicles were not checked prior to shipment nor were weapons. They shipped with nine broken M-14 stocks. The personnel and administrative records were under Battalion control until a few days prior to arrival in country.

Observations: All units departing CONUS need and should have a sponsor and a complete check of the units should be made in accordance with AR 220-10. The units should have responsibility of their records prior to departing so that their personnel are properly trained to maintain them.

Section 2, Commanders Observations and Recommendations

Part II, Recommendations

Personnel

Recommendation: It is recommended that requisitions for personnel be filled or the unit be notified far enough in advance that there will be a delay in filling the requisition so that a hold can be placed on critical personnel to handle the job.

Operations

Recommendations: For each class IV project it is recommended that a project officer be assigned, that he be provided with a copy of the contract and a copy of the bill of material and that he be given complete latitude to deal with the contractor and with all facets of the project. It is further recommended that the complete package of material be shipped direct to the locations where it will be installed and that it be shipped all at one time.

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SCCVNG-AK

SUBJECT: Operational Report for the Quarterly Period Ending 31
January 1967, Reports Control Symbol CSFOR-65

Training and Organization

Recommendations: None

Intelligence

Recommendations: None

Logistics

Recommendation: It is recommended that all cable that is issued in Vietnam meet the standards and specifications as listed in the Defense Logistical Catalog, and that no more Japanese uncolor coded cable be procured or issued.

Other

Recommendations: It is recommended that all units that are preparing for movement overseas be given a complete POM and that this be accomplished in accordance with AR 220-10 and that it be administered by a disinterested agency. If a unit will be operating separately from its parent unit it is recommended that it be so informed so that the POM can include its readiness for separate operation.

Kenneth W. Olson
KENNETH W. OLSON
LTC, SigC
Commanding

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SCCVNG-SY (31 Jan 67) 1st Ind
SUBJECT: Operational Report for the Quarterly Period Ending 31 January
1967 (RCS-CSFOR-65)

Headquarters, 21st Signal Group, APO 96240 25 February 1967

THRU: Commanding General, 1st Signal Brigade (USASTRATCOM), APO 96307

THRU: Deputy Commanding General, USARV, ATTN: AVC-DH, APO 96307

THRU: Commander in Chief, USARPAC, ATTN: GPOP-MH, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the
Army (ACSFOR, DA), Washington, D. C. 20310

1. Transmitted herewith is one copy of Headquarters, 509th Signal Battalion Report, Subject: Same as above.
2. Concur with observations made by CO, 509th Signal Battalion with exceptions noted below.
3. Additional and more specific information should be submitted regarding the 509th Signal Battalion's personnel and administrative problems.
4. No problems now exist in security clearances as the Battalion Commander has authority to grant confidential clearances and the Group Commander has authority to grant interim secret and top secret clearances. The time required to grant such clearances is normally 7 to 10 days. However, the granting of final secret and top secret clearances could be expedited if the interim clearances were obtained at the various military schools.
5. Part I, Operations, Class IV Project Materials. The battalions have been directed to appoint, on orders, a Class IV On-site Project Officer to be responsible for all facets of the project. The 509th Signal Battalion has indicated they have such an officer.
6. Section II, part 1, paragraph 2. Class IV project are programmed to be shipped as a complete package. The program seems to be effective except for the outside plant (wire) projects. Records as to what has been requisitioned, received, shipped, installed, etc. are non-existent.
7. Paragraph 5, Class IV Projects. Complete shipping instructions from Class IV projects has been forwarded from this headquarters several times. This includes unit designation.

SCGVNG-SY (31 Jan 67)

1st Ind

25 February 1967

SUBJECT: Operational Report for the Quarterly Period Ending 31 January 1967 (RCS-CSFOR-65)

8. The training is not only a part of the mission, but is necessary for the continuance of any other portion of the mission. There is very little "formal classroom" training required by the training regulations in effect. With prior planning for make-up classes, there is no reason why records, both unit and individual, should be maintained improperly. This training can and should be done at site level.

9. Color coding in Japanese multi-pair telephone cable is recognized as the major difficulty encountered by units when installing, splicing or repairing such cable. The code differs from the US standard system.



HUNTER L. SHARP
Colonel, SigC
Commanding

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SCCVOP (31 Jan 67)

2d Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM), APO San Francisco

96307 17 MAR 1967

TO: ~~Commanding~~ General, United States Army Vietnam, ATTN: AVHGC-DH,
APO 96307

Commanding General, United States Army Strategic Communications Command,
Washington, D.C. 20315

1. IAW AR 1-19, subject report from the 509th Signal Battalion is forwarded.
2. Concur in Commander's Observations as modified by 1st Indorsement with the following comments:
 - a. Item Personnel Requirements. The MOS's listed, are short Brigade wide. The assignment of personnel to battalions is made by the Signal Groups. Incoming personnel are assigned to the Groups based on overall shortages and the Groups determine the ultimate assignment based on overall needs.
 - b. Item Class IV Project Material. It should be possible to tell from the records maintained by the on-site project officer the status of each item of a Bill of Materials. The source of any item is not significant, as long as the materials are being received. The shortage of materials in CONUS has precluded all required items being shipped and received at the same time.
3. Concur with the Commander's Recommendations with the following exceptions and comments:
 - a. Personnel. Do not concur with this recommendation. Information is not available to provide advance information on unfilled requisitions. If such information were available, current regulations do not permit the involuntary retention of personnel in the command after completion of a normal tour. A partial solution to this problem is offered through the Brigade Training Program which requires cross training of personnel.
 - b. In addition to on-site project officer appointed by the battalions, the Communications Electronic Engineering and Installation Agency (CEEIA), this headquarters, has an officer appointed as project officer for each Class IV Project. The CEEIA Project Officer coordinates the shipping addresses and all other facets of the project with the on-site project officer.

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SCCVOP

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SUBJECT: Operational Report for the Quarterly Period Ending 31 January 1967 (RCS CSFOR-65)

c. Logistics. Concur with the recommendations of the Battalion and Group Commanders. The Japanese cable was procured on an emergency basis when there was insufficient time to accommodate the long procurement lead time of US Manufacturers. Now that cable forecasting is done on a regular basis, the need for such procurement of Japanese cable has been reduced.

FOR THE COMMANDER:


WILLIAM A. HIGGINS
Colonel, SigC,
Deputy

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AVHGC-DH (12 Feb 67)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307-1 APR 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 509th Signal Battalion as indorsed.

2. Pertinent comments follow:

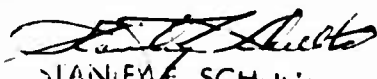
a. Reference Item on personnel requirements, Page 2, with Recommendation, Page 4, and Paragraph 3a, 2d Indorsement: Since the 1st Signal Brigade is a STRATCOM unit, USARV is not charged with personnel support. The brigade requisitions go directly to USASTRATCOM. However, both USARV G1 and AG maintain liaison with the 1st Signal Brigade and provide personnel assistance when USARV resources permit.

b. Reference Item on Class IV project materials, Part I, Section II, Page 2; Recommendation, Page 4; Paragraphs 5, 6, and 7, 1st Indorsement; and Paragraphs 2b and 3b, 2d Indorsement: Concur, however, time frames involved in procurement of Class IV materials, and changes in requirements preclude maintaining the desired 100% on-hand status to meet all requirements.

c. Reference Item on Japanese multi-pair cable, Part I, Section II, Page 4; Recommendation, Page 5; and Paragraph 3c, 2d Indorsement: Concur with comment of 1st Signal Brigade in 2d Indorsement.

d. Reference Item on POM, Page 4, and Recommendation, Page 5: Concur with the observation that all units deploying overseas should be processed in accordance with AR 220-10.

FOR THE COMMANDER:



STANLEY E. SCHULZ

Major, AGC

Asst. Adjutant General

1 Incl
nc

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GPOP-OT (12 Feb 67)

4th Ind


SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65) - Hq 509th Sig Bn

HQ, US ARMY, PACIFIC, APO San Francisco 96558 13 MAY 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:



G. R. KOBALY
CPT, AGC
Asst AG